



# Distribution of Arms, Ammunition and Explosives (AA&E)

---

*From Strategic Plan to  
Implementation*

---

January 21, 2005

Mr. Fred Schutz  
OSD(Transportation Policy)  
[fred.schutz@osd.mil](mailto:fred.schutz@osd.mil)



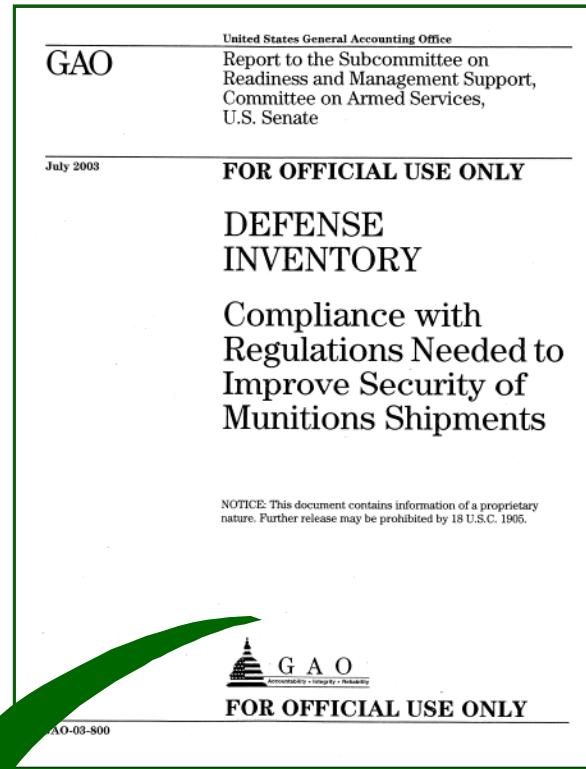
# Agenda



- **Why an AA&E Strategic Plan?**
- **Plan Vision and Content**
- **Implementation Approach**
- **Actions Completed & Started**
- **What this Means to You**



# Background



***DoD Senior Leaders direct development of a strategic plan for the distribution of munitions***



# Agenda



- **Why an AA&E Strategic Plan?**
- **Plan Vision and Content**
- **Implementation Approach**
- **Actions Completed & Started**
- **What this Means to You**



# Strategic Plan

## Department of Defense Strategic Plan



### Distribution of Arms, Ammunition and Explosives

May 2004

#### FOREWORD

The Department of Defense (DoD) continues to enhance and improve the safe and secure distribution of its arms, ammunition and explosives (AA&E). The terrorist attacks of September 11, 2001 heightened our awareness of potential vulnerabilities and brought renewed emphasis on the need to closely examine and strengthen the AA&E logistics chain. Since 2001, we have undertaken several studies, conducted senior leadership meetings, and instituted new policies and procedures to dramatically improve the safe and secure movement of AA&E. In addition, the General Accounting Office (GAO) has reinforced this need in several reports it has issued over the past 3 years. While we have made significant progress, our job is not complete.

Our efforts to date have focused on specific issues, industries or segments of the AA&E logistics chain and have not considered a global, system-wide approach. Therefore, this strategic plan charts a path to strengthen and improve the Department's end-to-end AA&E logistics chain. While it focuses primarily on AA&E global distribution considerations, this plan includes actions that need to be taken by certain activities in other segments of the DoD logistics chain that affect distribution, safety, security, effectiveness, efficiency or accountability.

This plan contains the vision, goals, objectives, actions and milestones necessary to improve the oversight, management, control, safety and security of AA&E across the entire DoD logistics chain. It also lists the measures of performance to track our progress in meeting the plan's goals. To support this broad framework, the plan recognizes the various AA&E-related organizational roles and responsibilities, statutes, policies and implementing regulations influencing the key segments of the logistics chain—including testing, development, acquisition, production, storage, materiel issue, transportation, receipt and disposal within the United States and in overseas theaters of operation. Lastly, this plan recognizes that many systems and technology enablers support AA&E logistics chain business processes and procedures.

The success of the plan's goals and objectives is a shared responsibility, which depends on leveraging joint cooperation, commitment, resources and talents—both across the Department and with our industry partners. I embrace the vision, goals, objectives and actions outlined in this plan. I ask that you commit the necessary resources and focus your collective efforts to implement the plan to achieve a more secure, safe, effective and efficient AA&E distribution system that meets warfighter requirements for AA&E in peace and wartime, well into the future.



Paul Wolfowitz  
Deputy Secretary of Defense



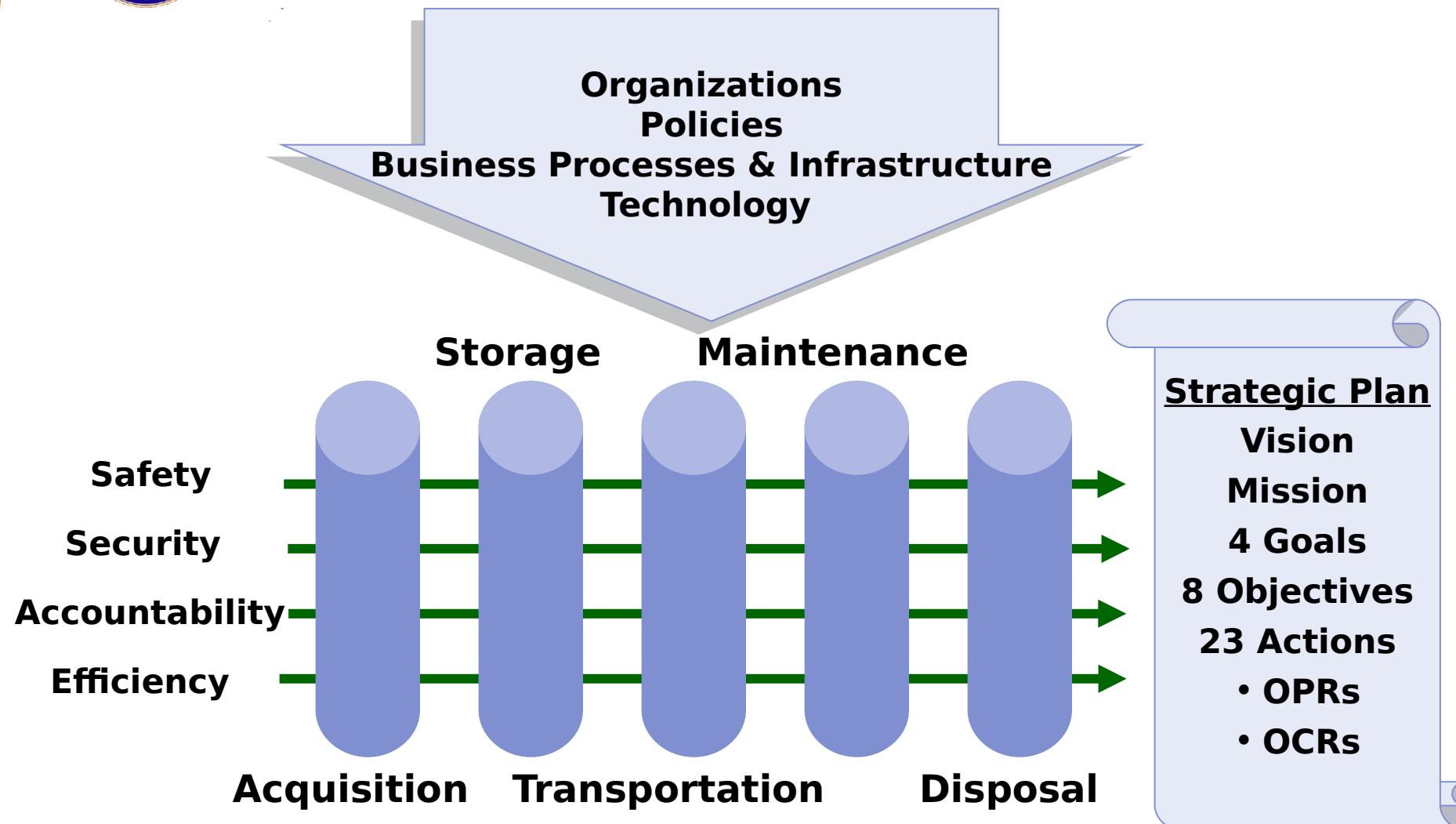
# Strategic Plan Vision



***An effective and efficient worldwide logistics chain that meets warfighters' demands for AA&E where and when needed while protecting against security threats, limiting exposure to the public and minimizing the potential for***



# Framework for the Strategic Plan





# Strategic Plan Objectives

1. Integrate safety and security business rules across the entire AA&E logistics chain.
2. Establish security business rules and risk mitigation actions on the basis of current threats.
3. Clarify roles, responsibilities and business rules across the entire spectrum of DoD AA&E logistics chain management.
4. Improve collaboration and information exchange among all AA&E stakeholders.



# Strategic Plan Objectives

A blue-toned photograph of military logistics equipment, including a large truck and a train, is visible in the background of the title slide.

5. Assess the OCONUS segments of the AA&E logistics chain.
6. Transform DoD's AA&E management, business processes and technology investments from an individual segment view to an end-to-end logistics chain view.
7. Develop an AA&E logistics chain certification program that focuses on an end-to-end system view.
8. Improve AA&E business rule compliance.



# Strategic Plan Actions

- 1.A. Create combined safety and physical security working group to review/revise policies
- 1.B. Continuously manage safety and security policy on AA&E Knowledge Management Portal
- 2.A. Perform threat, vulnerability, and risk assessments on AA&E distribution system
- 2.B. Based on assessments, ensure security-related rules are scalable and applied appropriately
- 3.A. Define and map AA&E stakeholder roles, responsibilities and authority
- 3.B. Create, cancel or refine policies to reconcile redundancies & gaps in stakeholder roles & responsibilities
- 4.A. Establish an interagency working group to provide a mechanism for information exchange & joint planning
- 4.B. Review current incident response processes
- 4.C. Coordinate a national position and rules about AA&E items purchased and distributed to non-US entities
- 5.A. Document theater AA&E distribution procedures and unique circumstances
- 5.B. Compare theater & CONUS AA&E roles, responsibilities & procedures & recommend where standard processes should be used.
- 5.C. Create or refine theater policies & regulations where necessary



# Strategic Plan Actions

(cont)

- 6.A. Designate the AA&E business area a priority for compliance review with the DoD Business Enterprise Architecture
- 6.B. Identify and pursue innovative distribution alternatives and initiatives to reduce public exposure to AA&E
- 6.C. Enhance current processes and modify or replace DoD systems to focus on process flows rather than niche solutions
- 6.D. Establish a lead agent to coordinate the RDT&E efforts underway within the DoD
- 6.E. Develop an on-line AA&E Knowledge Management Portal for easy access to regulations & training
- 6.F. Develop an accurate and timely capability for centrally tracking AA&E movements worldwide
- 7.A. Identify all AA&E training courses and identify baseline of training needed for AA&E personnel
- 7.B. Devise an overarching training curriculum for AA&E, including safety, security, business rules and systems
- 7.C. Manage the AA&E training content on the AA&E Knowledge Management Portal
- 8.A. Develop, implement and maintain an end-to-end distribution performance metrics collection and evaluation process
- 8.B. Monitor AA&E logistics chain performance and identify actions to improve performance and ensure compliance



# Agenda

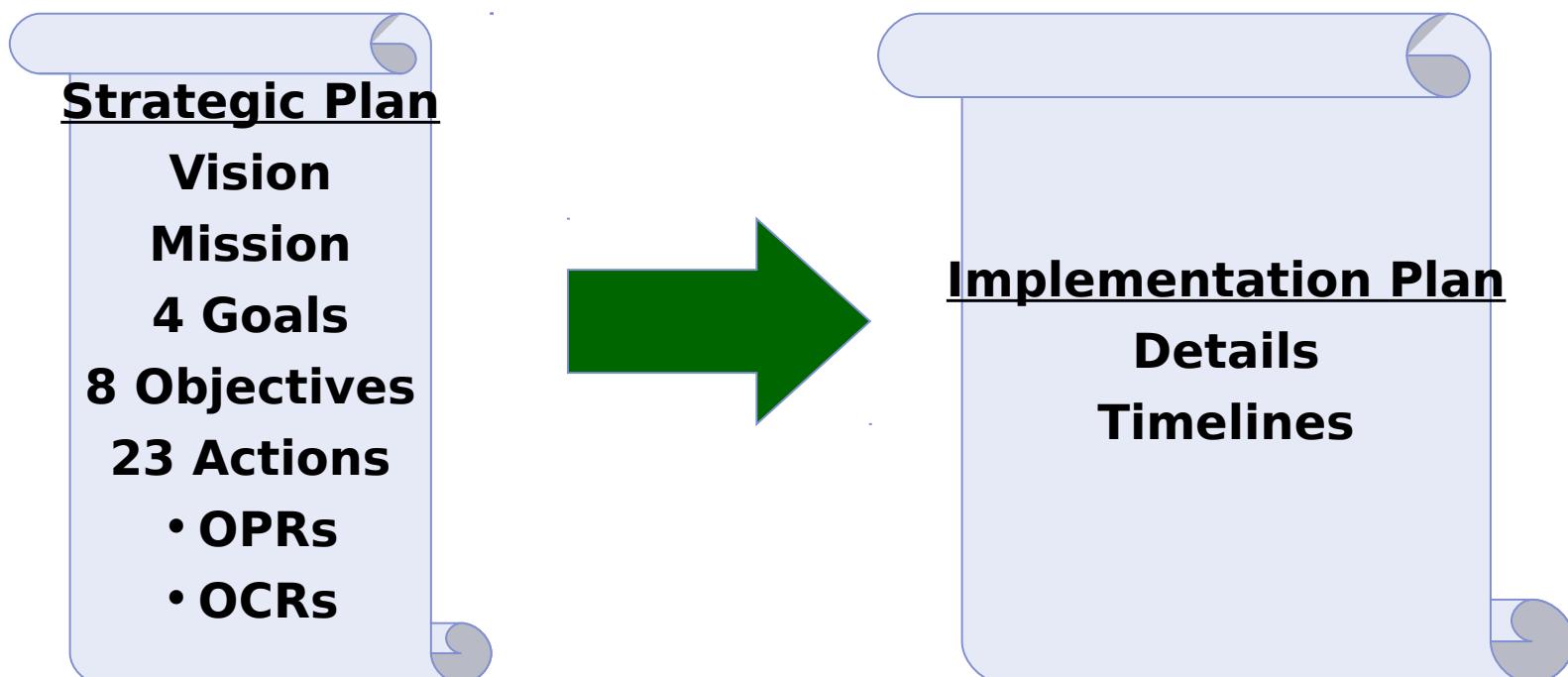
- Why an AA&E Strategic Plan?
- Plan Vision and Content
- Implementation Approach
- Actions Completed & Started
- What this Means to You





# Transition from Vision to Execution

- Turn the Strategic Plan objectives into actionable steps in an Implementation Plan
- Identify and solicit cooperation from AA&E stakeholders





# Implementation Plan Approach

- Draft Implementation Plan Developed
  - Uses Strategic Plan Actions, OPRs and Milestones
  - Establishes 14 AIPs with implementation steps
- Solicited stakeholder input and validated steps
- Final Implementation Plan being staffed in OSD
- Working Group meeting to establish way ahead

*Implementation Plan provides a roadmap to assist OPRs and OCRs in completing their assigned actions*



# Agenda



- **Why an AA&E Strategic Plan?**
- **Plan Vision and Content**
- **Implementation Approach**
- **Actions Completed & Started**
- **What this Means to You**



# Actions Completed & Started

- Completed Actions:
  - Assessment of current AA&E emergency response process
  - IRRIS and DTTS relationship assessment
- Actions Started
  - Policy and Organizational Assessment
  - Establish an AA&E distribution training curriculum

*While the Implementation Plan will guide us, it is NOT a prerequisite for action – strike while the iron is hot!*





# What This Means to You - DoD Personnel

- Clear and consistent policy and guidance
- Coordinated single set of requirements, rules and processes
  - Eliminate gaps and/or conflicts
- Clear, documented picture of AA&E stakeholders and their roles/responsibilities
- Improved emergency response
- Integrated, comprehensive training with tiered certification structure
- Focused resources towards justified value-added initiatives

## The Bottom Line:

- Improved safety, security, visibility/accountability, effectiveness and efficiency throughout the end-to-end distribution of AA&E



# What This Means to You - Industry Partner

- Involve industry partners in implementation, where appropriate
  - New technology tests
  - New business process pilots
  - Vulnerability assessments
  - Emergency response improvements
- Benefits to industry
  - The prevention of costly, unjustified safety and security requirements
  - A single knowledge portal for AA&E requirements
  - Clarity in DoD roles and responsibilities
  - Improved emergency response to incidents



# We Want Your Input

- Help us make implementation of the strategic plan a success, by giving us your thoughts, concerns, and suggestions

Nora Ryan  
Logistics Management Institute  
nryan@lmi.org

ADUSD (TP) Web Site  
[www.acq.osd.mil/log/tp](http://www.acq.osd.mil/log/tp)

A collage of industrial images. On the left, a large ship is docked at a port with a yellow crane in the foreground. In the center, a large green shipping container is being transported on a truck. To the right, a long train is loaded with shipping containers. In the background, a factory with tall chimneys is visible.

# Questions?